

Census Bureau Review Of Local Census Offices Profiled by the Subcommittee



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Atlanta West 2948

Overview:

The geographic area covered by the Atlanta West Local Census Office (LCO) includes Northwest Atlanta, Fulton County, Hapeville, College Park, Fort McPherson, and East Pointe. All of the housing units in this office's territory received mail-out/mail-back census questionnaires. Approximately 80 percent of population in this area is African American.

Staffing Strategy:

This office had significant management turnover at a crucial point in census operations. During the first two weeks of the Nonresponse Followup (NRFU) operation, the LCO Manager was forced to leave suddenly for medical reasons. The Area Manager for Field Operations was also forced to leave for family health reasons, and it became necessary to replace the Area Manager for Administration with the Administrative Specialist. Additionally, the Atlanta West LCO has a substantial college and university population that is counted during Group Quarters (GQ) enumeration. In the first week of NRFU, a significant percentage of Atlanta West enumerators were devoted to completing the GQ enumeration on schedule. The heavy management turnover combined with the large GQ workload resulted in a very slow start on Nonresponse Followup. The Regional Census Center (RCC) became directly involved, putting new management in place and adding a large number of field staff to help get these operations back on schedule. In addition, during the first week of Nonresponse Followup, the office was not able to start keying production data into the Operational Control System (OCS). This problem was resolved by the second week of NRFU, and after sufficient office staff were in place to accommodate the processing backlog, the completion rate surged to 28 percent. All of these factors explain the late surge in production.

Enumeration Strategy:

The closeout rate of 30.6 percent was a result of a clerical error - specifically an incorrect interpretation of the instruction for marking the closeout box on the enumerator questionnaire. This was confirmed by a computer check of the scanned data, which showed a .4 percent rate. The deletion rate was a result of: (1) a large number of group quarters addresses that were incorrectly shown as residential addresses on the Master Address File (MAF), (2) nonresidential (business) addresses in Midtown, and (3) renamed and renumbered streets, which required paired additions and deletions for correction.

Special Considerations:

LCO management worked very closely to develop awareness about the Census in this area. Many neighborhood events took place in the Hard-To-Enumerate (HTE) areas to promote both census awareness and awareness of employment opportunities with the Census Bureau. In partnership with the Mayor's Office and other local officials, a very active Complete Count Committee (CCC)

was established. The local clergy collectively supported the Census during the National Census Sabbath Sunday by delivering a census awareness message to their congregations, and many ministers extended this message into the following Sunday. A number of churches and ministerial groups also allowed Local Census Office officials to use their facilities for Census 2000 employment testing and training.

The Atlanta West LCO also used local media, including newspapers and billboards, to promote census awareness and employment opportunities. Billboards were strategically placed directly in the Hard-To-Enumerate areas providing a very visible means of getting the message out. LCO Recruitment staff also held community Job Fairs that were sponsored by local churches and organizations.

Quality Assessment Strategy:

The Atlanta West LCO completed all NRFU reinterview work in accordance with Census Bureau procedural manuals and Headquarters memoranda. Daily quality assessment meetings were held between Field Operations Supervisors (FOSs) and crewleaders. For the final ten days of the operation the field staff was restructured so that only enumerators available to work full-time hours were retained. During that period, task forces were put in place to address areas with a high rate of refusals or deletions. In most cases, deletions were verified with at least 2 additional visits. Once a case was classified by an enumerator as a delete, the crewleader assistant also performed a verification visit. This was also the procedure followed for refusals. Additionally, Census Bureau headquarters provided a list of deletions that took place between May 5 and May 15 during NRFU so that they could be verified as valid deletions one final time. This step went beyond what procedures require. Finally, out of a workload of 55,280 housing units, the Atlanta West LCO recorded only 1,091 cases in which the population was unknown (status code 99).

Oversight:

This office was interviewed by the GAO in late June with no problems reported to Census.

Chicago Far South 2513

Overview:

The community in the Chicago Far South LCO is multi-cultural, and has many tracts that include public housing areas and high rise buildings. The population is predominately African American, though approximately 12 percent of the area's residents are Hispanic and 10 percent are White. Mailout/Mailback questionnaires were delivered to the vast majority of the residents in this area with the Hard-To-Enumerate sections being enumerated using the Urban Update Leave method.

Staffing Strategy:

The LCO had an increase in productivity during the week ending June 3 due to the reassignment of staff from other LCOs. Also, staffing from other LCOs increased during the final week (week ending June 17). The most significant climb in productivity was experienced during this period. Furthermore, as districts completed their assignments, those teams were assigned to districts that were still in need of help. To support the increased productivity, the LCO functioned on a 24-hour (3 shift) basis. These actions were possible due to the detailing of experienced and highly productive enumerators and other staff from the LCOs that had completed NRFU.

Enumeration Strategy:

The Chicago Regional average percentage of vacant units was 21.1 percent, and the National average was 23.1 percent. Therefore, we do not agree that this office's vacant rate of 18.0 percent is cause for concern. Similarly, the Regional average percentage of deleted addresses was 15.3 percent, and the National average was 14.2 percent - again, indicating that the percentage of deleted addresses for the Chicago Far South LCO, at 15.0 percent, cannot be considered high. Taking into consideration the number of addresses submitted during the LUCA process that eventually had to be deleted, this percentage is very reasonable.

Special Considerations:

The partnership unit supported the LCO through the following activities:

- Forming Complete Count Committees comprised of community, business, educational, religious and media leaders.
- Soliciting the support of community organizations to recruit and obtain testing and training space.
- Staffed census booths at festivals, fairs and other neighborhood activities
- Distributing fact sheets, posters, recruiting materials to all area businesses and schools
- Establishment of QACs and Be Counted sites
- Gaining access for LCOs, through Complete Count Committees, to high rise building
- Organizing Complete Count Committees in Chicago Housing Authority properties by holding regular meetings with tenant councils

- Worked with elected officials to expand all outreach efforts

Quality Assessment Strategy:

The increase in staffing and in the number of production hours required made it necessary to modify existing quality control measures. Previously, the mandatory daily reporting by enumerators, Crew Leaders, and Field Operations Supervisors (FOSs) generally took place in the field. The revised procedures made it mandatory for Crew Leaders and FOSs to meet twice each day for quality review *in* the LCO. Furthermore, completed work was delivered to the office every two to three hours, as opposed to at the end of each day. This was accomplished by forming a team courier system.

Nonresponse Followup Reinterview progress in the Local Census Offices was checked by Regional Technicians in the Field and followed up on during bi-weekly conference calls handled by a Regional Technician at the RCC. The Office Operation Supervisor for Reinterview made or received a daily quality check call from the RCC.

The NRFU Reinterview operation for this LCO had a total workload of 4,369 housing units chosen in an automated random selection, plus a total of 356 housing units that were manually selected for Administrative Reinterview. A total of 242 housing units were also added manually as Supplemental reinterviews. Supplemental reinterview cases were initiated if there were negative performance indicators in an enumerator's work that could not be corroborated in the normal review processes.

Chicago Near North 2515

Overview:

The community in this LCO ranges from very wealthy to very poor. It is predominately white, with about 23 percent African American and 5 percent Asian. Lincoln Park is one of the most affluent areas on Chicago's Gold Coast. This community is replete with high rise apartment buildings, gated dwellings, and difficult to access single family units. Lake View, however, is an extremely transient community with a diverse immigrant population.

Staffing Strategy:

This LCO experienced significant management turnover, resulting in a slow start on NRFU. The combined effect of direct RCC involvement and an influx of field staff from other Chicago LCOs was partially responsible for the "late surge in production". The new management team also improved the flow of work to the office from the field, further contributing to a perceived surge in production. Finally, after experiencing considerable difficulty gaining access to many high-rise buildings, both the city and the RCC held meetings with (and mailed letters to) building owners and managers. Part of the late surge in production was pay-off from these outreach efforts, as whole teams of enumerators gained access to previously restricted buildings.

Enumeration Strategy:

The 25.8 percent single person household rate is not out of line for this office area, since it is home to many affluent singles living in apartments and condominiums. The 21.1 percent delete rate (compared to 15.3 percent for the region) is due in part to miscodings during the LUCA process and due in part to demolition of single family dwellings to make room for multi-unit buildings. A computer check of the scanned data for this LCO revealed that the true closeout rate (approximately 8.2 percent) was lower than the 12 percent reported in the National Check-In Summary. Nevertheless, we are revisiting many of these cases, and have converted close to 50 percent of them to completed interviews and approximately 20 percent of them to vacant or delete cases. Finally, the 2.4 percent refusal rate for this office is not out of line, given the demographics of the area (the Regional refusal rate was 1.8 percent on the June 28 National Check-In Summary.)

Special Considerations:

The partnership unit supported the LCO through the following activities:

- Forming Complete Count Committees comprised of community, business, educational, religious and media leaders.
- Soliciting the support of community organizations to recruit and obtain testing and training space.
- Met with the tenant council in the buildings of the Chicago Housing Authority

- Printing and distribution of bumper stickers for display in taxi cabs
- Establishment of QACs and Be Counted sites
- Worked with Congressional representatives to support recruiting and outreach efforts
- Worked with the city, CCCs, elected officials and Congressional representatives to gain access to gated communities and high rises.
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Quality Assessment Strategy:

Nonresponse Follow Up Reinterview progress in the Local Census Offices was checked by Regional Technicians in the Field and followed up on during bi- weekly conference calls handled by a Regional Technician at the RCC. The Office Operations Supervisor for Reinterview made or received a daily quality check call from the RCC.

The NRFU Reinterview operation for this LCO had a total workload of 3,664 housing units chosen in an automated random selection, plus a total of 300 housing units that were manually selected for Administrative Reinterview.

As a result of the Census Bureau Quality Assurance procedures in place, 5,600 cases in the Chicago Near North LCO were identified as having possible problems, and have since been re-enumerated.

Oversight:

This office was interviewed on June 7 by staff from the GAO with no problems reported.

Commerce, CA 3213

Overview:

The Commerce Local Census Office (LCO) is in Los Angeles County located Southeast of the City of Los Angeles. It is enumerated entirely using the Mailout/Mailback method. It is composed of a number of cities, including: Commerce, Bell Gardens, Downey, Maywood, Bell, Cudahy, Lynwood, South Gate, Huntington Park, and Vernon. Geographically it is fairly small, having only 60 census tracts. This is an older, established, working class area of Los Angeles County with a great deal of ethnic and cultural diversity.

Staffing Strategy:

The “early peak” in production occurred because this LCO was able to hire almost three times the number of people needed for an eight week, frontloaded operation. Their higher than expected mail response rate meant that they needed to fill a minimum of 266 enumerator positions; instead they had over 900 enumerators in the first two weeks of Nonresponse Followup (NRFU). These high staffing levels, combined with very little turnover, a good field staff, and an excellent Assistant Manager for Field Operations, got Commerce off to an excellent start.

Enumeration Strategy:

The Subcommittee Staff Profile for Commerce cites “high” deletions on the Check-In Summary report (8.6 percent). Considering the fact that the regional average for deletions was 13 percent and the national average was 14.2 percent, we do not consider 8.6 percent deletes to be high.

Special Considerations:

Extensive work was done by elected officials and complete count committees formed in most of the cities. Complete Count Committees funded by their city councils in Bell, Bell Gardens, Cudahy, Huntington Park, Lynwood, Maywood, and South Gate promoted Census 2000 at city events, schools, libraries, and parks. The cities of Cudahy, Lynwood, and Bell Gardens hung census banners on their heavily traveled main streets. The City of Bell Gardens conducted a door-to-door campaign to inform residents about the census. Maywood’s Complete Count Committee distributed posters to businesses and disseminated information to schools and PTA’s. The County of Los Angeles heavily promoted the census through messages on street benches and banners in its libraries. A County Supervisor with volunteers and partnership staff, conducted door-to-door census walks in Walnut Park and other unincorporated areas of the county. A U.S. Congresswoman formed one of the first Complete Count Committees by organizing and working with community groups, elected officials, and cities within her district.

Partner organizations such as the Mexican American Legal Defense and Education Fund and the National Association of Latino Elected Officials ran targeted outreach campaigns in the predominantly Hispanic-populated cities located within the Commerce Local Census Office boundaries. The Oldtimers Foundation conducted extensive outreach to seniors. Casa Nicaragua

distributed posters and census information as well as sponsoring a concert promoting Census 2000. Outreach by partnership and local census office staff included numerous community and town hall meetings, community events, fairs and festivals, PTA meetings, and Neighborhood Watch meetings throughout the cities.

Work with the media, and especially Hispanic media, was extensive. Local cable channels such as KJLA TV, local newspaper outlets such as the Eastern Group Publications, El Aguila, and La Ola Newspapers repeatedly highlighted census jobs and the importance of the Census from as early as November 1998. Partnership staff, the LCO Manager, and elected officials were interviewed in many of the local census news stories. Regional/national Hispanic media such as La Opinion, Spanish Channel 34, KMEX, KVEA TV, Telemundo, and Univision featured the census with interviews from our local partnership staff which reached Spanish-speaking residents of not only the Commerce LCO cities, but also the Greater L.A. and other media markets.

Quality Assessment Strategy:

Each Field Operation Supervisor (FOS) and crew leader (CL) was given the verbatim training and the applicable manual for their position which outlines the procedures for quality review, including the daily mandatory Crew Leader/enumerator meeting. The Assistant Managers for Field Operations, FOSs and Regional Technicians randomly visited crew leader/enumerator meetings to ensure policies were being followed.

This LCO performed reinterview, including administrative and supplemental, as well as random reinterview. They also held meetings between crew leaders and enumerators regarding quality issues; including the required review of completed questionnaires. This office conducted assignment control of completed work and returned sub-standard work to the field as necessary.

In addition to the above standard procedures for quality assurance, the weekly NRFU National Check-in Summary report was reviewed by the Regional Director, Assistant Regional Census Managers (ARCMs) and Area Managers. If any office had an outlier in any of the quality indicators it was investigated.

East Los Angeles 3217

Overview:

The East LA/Monterey Park LCO covers a 100 percent mailout/mailback area which includes unincorporated parts of Los Angeles County to the east of downtown LA as well as the cities of Monterey Park, Rosemead, and Montebello. It is also geographically fairly small, with 68 census tracts.

The 1990 population was 336, 564 and the housing unit count was 103,309. The race and Hispanic Origin breakdown from 1990 was: White 39.2, Black 1.2, American Indian .5, API 20.2 and Other race 38.9. There were 69.5 percent of the population reporting that they were of Hispanic Origin in 1990. The percent below poverty level was 19.4 percent. This area is also an older, established area of Los Angeles County with a great deal of ethnic and cultural diversity.

Staffing Strategy:

The “early peak” in this office occurred because they were able to recruit and hire over three times as many enumerators as needed for an eight week frontloaded operation. Their higher than expected mail return rate meant that they needed to fill a minimum of 222 enumerator positions; instead, they had over 700 enumerators in the first week of NRFU. These high staffing levels, combined with low turnover and good management, assured that the East Los Angeles would work through Nonresponse Followup very quickly.

Enumeration Strategy:

The National Check-in report for this office shows Closeouts at 4.8 percent, Partial Interviews at 4.2 percent, Deletes at 11.7 percent, and Refusals at 1.5 percent. All of these rates were close enough to the regional averages to be acceptable.

Special Considerations:

Complete count committees in the cities of Monterey Park, Montebello, and Alhambra developed and distributed census educational materials in campaigns to local residents. Each city displayed Census 2000 banners at major boulevards and locations. Monterey Park’s CCC worked with its Chamber of Commerce and local businesses to display posters and distribute flyers. The CCC organized numerous Census 2000 press conferences, established Questionnaire Assistance Centers and Be Counted sites, and organized a major Census Rally with volunteers canvassing door-to-door in neighborhoods throughout the city. The Chair and other members of the L.A. County Board of Supervisors with the L.A. County Complete Count Committee organized numerous neighborhood census walks in East L.A. and other unincorporated areas of L.A. County. In addition, the census was heavily promoted at health fairs, festivals in East L.A. and Monterey Park.

Partnerships with the Hispanic Chamber of Commerce, Tawa Supermarket, Inc. and others were effective in disseminating census messages to the community through businesses. Hispanic businesses, particularly in East L.A., displayed census posters. Bilingual Census 2000 messages on grocery bags were distributed to every customer at Tawa's chain of 99 Ranch supermarkets. Hispanic-owned and Asian-owned markets and stores served as locations for Census 2000 Community Booths that were set up on weekends in East L.A., Rosemead, and Monterey Park. Member banking institutions of the National Association of Chinese American Bankers printed Census 2000 messages on monthly statements. Alta Med Clinics in East L.A. and other locations, educated their clients on the importance of the census and answering the questionnaire.

Partnerships with the Montebello, Alhambra, and Los Angeles Unified School Districts resulted in their extensive participation in the Census In School program with schools implementing the curriculum package in all classrooms. This included a major census kick-off event at an elementary school in East L.A.

Quality Assessment Strategy:

Each Field Operation Supervisor (FOS) and crew leader (CL) was given the verbatim training and the applicable manual for their position which outlines the procedures for quality review, including the daily mandatory crew leader/ enumerator meeting. The Assistant Managers for Field Operations, FOSs and Regional Technicians randomly visited crew leader/ enumerator meetings to ensure policies were being followed.

This LCO performed reinterview, including administrative and supplemental, as well as random reinterview. They also held meetings between crew leaders and enumerators regarding quality issues; including the required review of completed questionnaires. This office conducted assignment control of completed work and returned work to the field as necessary.

In addition to the above standard procedures for quality assurance, the weekly NRFU National Check-in Summary report was reviewed by the Regional Director, Assistant Regional Census Managers (ARCMs) and Area Managers. If any office had an outlier in any of the quality indicators it was investigated.

Oversight:

This office was visited on June 6 by staff members of Subcommittee on Census (majority and minority) with no problems reported.

Florence, AL 2960

Overview:

The Florence, Alabama Local Census Office (LCO) covers 11 counties in North Alabama and is predominately rural. Five of the 11 counties were counted using the Update/Leave method of enumeration. A combination of the Update/Leave and Mail-out/Mail-back method was used in the remaining six counties. This LCO has been characterized by the Regional Census Center (RCC) as a “flagship office” with a good manager and good staff.

Staffing Strategy:

The “early peak” in Nonresponse followup (NRFU) in the Florence LCO was due to a very successful recruiting and hiring effort which made it possible to hire approximately 50 percent more enumerators than the projections suggested for an eight week, frontloaded operation. Subsequently, field operations in this LCO had staffing levels that were conducive to finishing the work more quickly. For example, the Florence LCO was authorized 727 field personnel for NRFU, however due to excellent use of frontloading techniques, the office actually fielded nearly 1,000 people - and many of these had experience from previous census operations including Update/Leave, Address Listing, and Block Canvassing. In addition, the workforce consisted in large part of “full time” enumerators who were able to work 30-40 hours per week. Relatively few part-time employees worked in the Florence LCO. High full-time staffing levels combined with the high experience level of the personnel in this office assured an “early peak” in production.

Enumeration Strategy:

The 8.2 percent closeout rate was due to a clerical error - specifically an incorrect interpretation of the instruction for marking the closeout box on the enumerator questionnaire. We do not agree with the Subcommittee Staff report that the National Check-In Summary shows “high rates” of Partial Interviews (3.7 percent) and deletes (15.1 percent). By comparison, the regional average was 2.5 percent and 14.9 percent respectively. As to the delete rate (15.1 percent), there are several good reasons, including (1) a large number of duplicate addresses, (2) units being listed in more than 1 block (this also included multi-units) (3) multi-units listed and only a single unit actually identified, (4) non-residential addresses, (5) Special Places that had already been enumerated, and (6) areas that converted from Non-city style addresses to City style addresses (911 changes). In many of these cases there was a corresponding “add” to offset the delete.

Special Considerations:

The LCO had identified some areas as Hard-To-Enumerate (HTE), however once in the field they proved to be not as difficult as originally believed. The areas with predominantly Hispanic populations were successfully enumerated by efficient and resourceful bi-lingual enumerators, and through the use of interpreters.

Prior to the beginning of operations, the LCO Manager, the Assistant Manager for Field Operations, and Assistant Manager for Recruiting attended numerous civic meetings, city council and county commission meetings, and met with city and county officials. They also appeared on radio talk shows, made TV appearances, and placed several newspaper articles in local newspapers promoting Census 2000 and Census 2000 employment opportunities. In addition, partnership staff attended many civic meetings, sponsored the Road Tour Vehicle (a Recreational Vehicle with Census Material), and promoted the Census through radio partners, colleges and universities, and billboards to support census awareness. Each of these efforts supported the LCO and helped census workers gain access with less resistance, thereby allowing for smooth and efficient enumeration.

Quality Assessment Strategy

The office followed all quality assessment procedures as identified by the Census Bureau operational procedures, including performing the reinterview process by having a fully independent group perform all reinterview of selected cases, both administrative and supplemental. In addition, quality was addressed at all Field Operations Supervisor (FOS) meetings, Crew Leader (CL) meetings, and enumerator meetings, stressing the need to give the community a good count.

Las Vegas, NV 3132

Overview:

The Las Vegas Local Census Office (LCO) encompasses the central urban - inner city portions of the Las Vegas metropolitan area. It has a highly diverse, multi-cultural, multi-linguistic population complicated by the transient nature of the population, a multitude of apartment complexes, non-traditional household arrangements, and high crime, low income areas. The LCO has approximately 140,000 households, and a population of 450,000 people.

Although the growth rates for Clark County, Nevada were among the highest in the nation, the actual growth for the Las Vegas office area was closer to 3 percent. All enumeration was to be done by the mailout/mailback methodology and the entire LCO was designated as Hard-To-Enumerate (HTE) because of the unique challenges the diverse neighborhoods present.

Staffing strategy:

The “early peak” in production for this LCO occurred because they were able to recruit and hire more than enough people to get the job done - almost 80 percent more than the minimum number needed for an eight week, frontloaded operation. In addition, because Las Vegas has a large university population, Nonresponse Followup (NRFU) began about three days earlier than scheduled to help ensure that the students were properly enumerated at the schools.

Enumeration Strategy:

As is clear from the overview, the Las Vegas office encompasses some of the more difficult neighborhoods, in terms of the census, in the Denver region. Because of this, the LCO focused a tremendous amount of resources on ensuring a carefully planned and organized enumeration strategy.

The Subcommittee Staff Profile cites a high rate of closeout cases - 20.6 percent. This was due to miscoding of enumerator questionnaires early in the operation (the actual rate was .2 percent as verified by a computer check of the scanned data). The profile also cited a “high rate” of deletes - 8.1 percent - which is significantly less than the regional average (13.7 percent) and the national average (14.2 percent).

Special considerations:

Because of the way Hard-To-Enumerate (HTE) tracts were identified, a tract where a Be Counted site was planned was designated as HTE. Due to the transient nature of the Las Vegas community, there were Be Counted sites in every tract in the Las Vegas office. However, of the 52 tracts technically designated as HTE, the actual number of truly Hard-To-Enumerate tracts is approximately 40.

The Las Vegas LCO has an outstanding working relationship with the City of Las Vegas. Hundreds of hours were spent with staff from the city to assist with the HTE plans. Elected officials and local employees embraced the HTE philosophy and worked collaboratively with Census officials on the solutions. Also, the State of Nevada appropriated over \$750,000 to assist with Census 2000 promotion efforts. Some of this money was specifically targeted to NRFU promotional efforts in the Las Vegas office.

Repeatedly, the Las Vegas office has had great successes as the result of the HTE planning. In perhaps the most difficult tract (1990 response rate of less than 25 percent, over 85 percent of the units low income or subsidized rentals, all the shelters and soup kitchens for the city, a small American Indian Reservation, over 80 percent Spanish speaking, and evidence of gang related activities), the results were remarkable. In the early planning stage, the Las Vegas LCO management decided to form an entire crew that spoke Spanish that could be moved from one heavily populated Spanish speaking area to another. This crew was employed in a paired enumeration mode in the HTE areas. Bolstered by favorable publicity in the local Hispanic media, they completed the enumeration in these areas with an extremely low rate of refusals or partial interviews.

Quality Assessment Strategy:

The Las Vegas office followed all of the procedures outlined for the various quality assessment programs for Census 2000. This included all reinterview, (administrative and supplemental). The office had a reinterview staff consisting of an Office Supervisor, eight reinterview crew leaders and 64 field reinterview enumerators. During NRFU, a total of 4,490 cases were randomly chosen by the computer, plus 152 units that were manually selected for Administrative Reinterview.

The importance of data quality was constantly discussed with the field staff. The management staff in Las Vegas established a report to monitor the number of questionnaires that were “rejects” from the various edit and quality assessment steps grouped by Crew Leader District (CLD). In their daily meetings with the Field Operations Supervisors (FOSs), they would point out areas where there were a high number of rejects. The FOSs, in turn, would discuss these problems with the Crew Leaders, and the Crew Leaders with the enumerators. In some cases, where there continued to be problems with a high number of rejects, office management sent staff from the Quality Assessment section to discuss the problems and to provide retraining.

Oversight:

This office had one visit by members of the National Academy of Sciences panel.

Marion County, IN 2538

Overview:

The Marion County, Indiana LCO covers a territory that has seen a gradual shift since the 1990 census from a largely working class to a more middle class area. The racial profile of the area is 88.2 percent White; 9.4 percent Black; 1.2 percent Asian; 1.0 percent Hispanic; .2 percent American Indian. With only one Hard-To-Enumerate (HTE) tract out of 114 tracts, this LCO did not pose numerous challenges to enumeration. However, there was a challenge gaining access to secure apartment buildings. This was addressed when the Marion County Complete Count Committee contacted building managers and owners.

Staffing Strategy:

This LCO started out NRFU significantly understaffed and underperforming. With a staffing requirement of 658 employees, the staffing level in the first week of NRFU was only at 454. As a result, management changes were made and the RCC became more directly involved in running the office. The number of replacement trainings was increased and eventually staffing numbers increased to a sufficient level. Additionally, field staff from other LCOs was brought in to compensate for the slow start in Marion. These efforts resulted in the late surge of production.

Enumeration Strategy:

A computer check of the scanned data for this LCO revealed that the true closeout rate (approximately 5 percent) was much lower than the 11.7 percent reported in the National Check-In Summary. Nevertheless, we are revisiting many of these cases and have converted close to 32 percent of them to completed interviews, and approximately 10 percent of them to vacant or delete cases.

We disagree that the LCO has a “high rate” of deletes (12.1 percent), especially when compared to the regional average of 15.3 percent and the national average of 14.2 percent. Regarding the refusal rate (3.2 percent), one of the on-site RCC technicians, who formerly worked on current surveys, has used refusal teams to followup and attempt to complete these interviews.

Special Considerations:

The partnership unit supported the LCO through the following activities:

- Forming Complete Count Committees in Indianapolis and Marion County.
- Soliciting the support of community and religious organizations to recruit and obtain testing and training space.
- Met with union officials to obtain recruiting assistance
- Worked with the Congresswoman to assist with recruiting applicants and raise census awareness
- Establishment of QACs and Be Counted sites

- Staff fairs, festivals and other community activities
- Work with city and county officials to establish a bridge of support for all operations
- Distribute promotional items, fact sheets, posters, and recruiting widely throughout the county.
- Worked with CCCs to ensure that their efforts supported the operations

Quality Assessment Strategy:

Mandatory daily meetings were changed from random field sites to designated field sites or to the LCO. A courier system was instituted that enabled the work from the field to reach the office for processing within a few hours of completion rather than at the end of the tour of duty.

Nonresponse Followup Reinterview progress in the Local Census Offices was checked by Regional Technician in the Field and followed up on during bi-weekly conference calls handled by a Regional Technician at the RCC. The Office Operation Supervisor for Reinterview made or received a daily quality check call from the RCC.

The NRFU Reinterview operation for this LCO had a total workload of 4,274 housing units chosen in an automated random selection, plus a total of 1,360 housing units that were manually selected for Administrative Reinterview. A total of 23 housing units were also added manually as Supplemental reinterviews. Supplemental reinterview cases were initiated if there were negative performance indicators in an enumerator's work that could not be corroborated in the normal review processes.

As a result of the Census Bureau Quality Assurance procedures in place, 4,600 cases in the Marion County LCO were identified as having possible problems, and have since been re-enumerated.

Newark, NJ (Essex County East) 2213

Overview:

This LCO covers two municipal townships and two urban areas, one of which (Newark) is the city with the largest population in the state of New Jersey. The city of Newark presented a continual challenge for the Census. Newark is composed of five municipal wards (North, South, Central, East, and West Wards). The city also represents a myriad of over 70 cultures, ethnic groups, and languages. Rapid changes in the city have been marked by urban renewal programs that are now being implemented on a very large scale. The high number of deletions are reflective of the large numbers of dilapidated housing units being torn down. The LCO managers and staff represent Asian, African American, Hispanic and Native American constituents.

The geographic and financial breakdown of the LCO can best be described as mixed with its Belville and Nutley townships representing the areas with the highest income and return rate for this LCO. Newark can be characterized as middle to lower middle class with a high population of Hispanics, Portugese, Brazilian, Haitian, African and African American communities throughout all wards. The central ward is economically the most depressed area. It is also an area of high crime and considered an “extremely hard to enumerate area”. In general, this LCO is considered hard to count mostly because of language/cultural issues and high crime rates.

Staffing Strategy:

This LCO faced many obstacles and overcame initial slow starts by having a very aggressive campaign to do on-going replacement training. Ultimately, the New York RCC management staff decided that it was necessary to bring in some of the best crews from other LCOs that had finished NRFU to help the Newark LCO complete NRFU. New York also replaced the Office Manager with an Area Manager from the RCC. These factors resulted in a “late surge” in production.

Enumeration Strategy:

The high rate of closeout cases in this office is attributed largely to the incorrect coding of enumerator questionnaires as closeout cases. A subsequent computer check revealed that only about 3.5 percent of these were “true” closeout cases. The delete rate (16.5 percent) is lower than the regional average (17.8 percent) and is consistent with the demographics of the area - these are true deletes (demolished units, for example). A low occurrence of partial interviews is not necessarily an indication of enumeration problems. Experience has led us to question high rates, not low rates of partial interviews.

Special Considerations:

Through the use of flyers, local and national media, and unemployment agencies, we were able to overcome testing, language barriers, and different ethnicity issues. Income variations and lack of exposure were addressed by providing Census 2000 information to schools, and by providing speakers for community events. Community leaders from local businesses, TV, newspapers, and radio, also assisted with local events and outreach. Since immigrant communities often have an immediate fear of government (INS, IRS, government in general), many of these communities continued to be afraid even with many avenues for outreach. That was the biggest challenge faced in this LCO area.

From the outset, New York has built a strong relationship with the Office of the Mayor and the offices of the two Congressmen covering the City of Newark. They have all been very involved in Census activities where possible and very supportive in promoting Census 2000. For example, the Mayors Office placed a banner on some of the main thoroughfares in the city encouraging everyone to respond to the Census. They also invited us to many city events including parades and festivals and we in turn held an LCO opening event that the Mayor attended. We have also developed a good relationship with the main newspaper, the Star Ledger, and the other visual media (e.g., Cable News 12 and the New Jersey Network News) to help promote Census 2000. They have done many stories on Census 2000 efforts – and still do. We have also worked closely with churches and the United Way of Essex and Union County.

As for partnership activities during the period in which the surge of work occurred in this office, on June 12, we held a press conference in a park across the street from the LCO to announce that although the Newark office had the slowest production of all of the 39 LCOs in the New York Region, the Census Bureau was dedicated to getting a good count for the city and we would bring in additional reinforcements (particularly additional staff) if we felt it was necessary to get the job done. This press conference was attended by Dr. Prewitt and Congressman Payne and a representative from the Office of the Mayor – all spoke on the subject. The City of Newark also announced that it was offering its firehouses as places where anyone who had not been visited by an Enumerator and did not send in a form could leave their name, address, and the best time to visit. This information would be given to the LCO to send out an enumerator.

Quality Assessment Strategy:

The office followed all quality assessment procedures as identified by the Census Bureau operational procedures, including performing the reinterview process by having a fully independent group perform all reinterview of selected cases.

Newcastle, DE 2313

Overview:

The New Castle office covers the entire state of Delaware which has three counties: New Castle, Kent, and Sussex. New Castle is the largest and most metropolitan of Delaware's three counties and includes the city of Wilmington. Sussex is the most southern county and has a mixture of rural and beach communities. There is a large migrant labor force in this Sussex county. The central county of Kent is a mixture of metropolitan and rural. Dover AFB is located in Kent.

Delaware enjoys an unusually low unemployment rate: 3.8% in 1998, 3.5% in 1999 and 3.6% as of May 2000 compared to the national average of 4.5%, 4.2% and 4.1% respectively. This situation created significant hardships in staffing for Census 2000. While the numbers of persons recruited and tested ultimately exceeded assigned goals, the available for hire group was overwhelmingly part-timers. The LCO was able to hire only 10% of required field staffing to work on a full time basis.

Staffing Strategy:

This LCO experienced a "late surge" in production primarily because they got off to a slow start on NRFU. Local residents either were not interested in Census jobs, or not available to work enough hours per day. Initially, only about 600 (of 1,029 authorized) enumerators were trained/working. Because of the seriousness of this situation and its implications, and despite repeated attempts to energize the staffing, the Assistant Manager for Field Operations was released and several Regional Technicians were brought in to oversee field operations. Immediately, more enumerators were hired, trained, and put in the field. Still, the daily production did not improve significantly. The selection criteria for enumerators was re-evaluated and changed so that persons available to work fewer hours per week would also be hired. For the last three weeks of NRFU, an RCC manager and regional technicians were on site in Newcastle, and helped direct the infusion of approximately 400 trained and experienced enumerators from elsewhere in the region to help with NRFU enumeration in all three counties. These persons all worked full-time.

Enumeration Strategy:

The Subcommittee Staff Profile cites a "high rate" of deletions (14.3 percent), but in fact it is only marginally higher than the regional rate (14.1 percent) and national rate (14.2 percent).

Quality Assessment Strategy:

To ensure the quality of the work completed by this large number of people, an additional Area Manager, two Regional Technicians, and three "floating" Field Operations Supervisors (FOSs) were added to the New Castle LCO staff. Each person's work was checked for accuracy, completeness, quality and hours expended.

New York Northeast 2235

Overview:

The New York Northeast Local Census Office comprises the east side of Manhattan from 34 St. to 96 St. from Central Park to the East River. It is a densely populated urban area known as the Upper East Side. It is a mailout/mailback area and the demographics indicate a high concentration of one-person households and a relatively high median income. This area is distinguished by the United Nations complex. There is limited ethnic and cultural diversity, and there are few high crime/drug areas.

Challenges and/or barriers to enumerating this area include, many seasonal residents (i.e., corporate apartments, apartments occupied and owned by foreign residents) difficulty recruiting upper income people, difficulty finding people at home, and difficulty gaining access to buildings due to the area's many doormen/ gatekeepers.

Staffing Strategy:

Though ultimately successful, recruiting was very difficult in this LCO. Strategies included flyers and posters in small businesses, continued dialogue with civic associations, weekly appearances at religious services, attendance at Community Board and tenant association meetings, articles in local papers, involvement with community leaders and elected officials at all levels, distribution of materials at subway and bus stops, appearances at special events, The Grand Central Station initiative (had a booth there for 8 weeks), outreach to school children (public and private) and PTAs, and constant blitzing of special interest groups (including senior citizen centers). The strategy of combining recruiting and outreach efforts resulted in a mail response rate of over 57 percent - the highest in Manhattan.

Our field staff was a diverse crew with strong ties to the community. We employed several different techniques geared to the area including: 1) A refusal letter and a "No One Home" letter to gain cooperation from the individual household. The response to this project was excellent. 2) Letters were mailed to all managing agents asking for their cooperation in buildings where access was barred. 3) We set up tables in the lobbies of many high-rises to retrieve questionnaires and to answer questions and assure confidentiality. 4) Posters were placed in all difficult to enumerate lobbies and laundry rooms with telephone numbers so that respondents could call rather than have a visit. 5) We scanned the applicant file for candidates who actually lived in the "problem" buildings and either hired them as enumerators or facilitators. We were able to get our foot in the door employing this method. 6) We never stopped doing outreach throughout NRFU. We were always asking for cooperation. These strategies paid off and the response rate continued to grow.

Enumeration Strategy:

Several factors contributed to the “late surge” in production for this LCO. At the beginning of NRFU, field staff experienced difficulty getting access to high-rise buildings. Outreach efforts to doormen, building managers, and apartment residents started to pay off around the fifth week, and enumerators were allowed into previously restricted buildings. To facilitate these efforts, staff and assignments were adjusted and shifted, and experienced crews of enumerators were imported from New York East (2233) as they finished their work in that LCO.

The Subcommittee Staff Profile cites a high rate of Partial Interviews (3.8 percent), but that rate is not out of line with the regional average of 2.2 percent. The National Check-In Summary does not show “no refusals” - rather it shows 30 refusals and presents it as 0.0 percent. This is partly a reflection of the difficulty staff had getting interviews at the door. After the appropriate number of attempts, they were permitted to go to apartment/building managers to obtain proxy interviews. This reduced refusals, but may have contributed to the number of Partial Interviews.

Special Considerations:

Since this area is wealthy and also has the high rise/doormen buildings, the Office of the Mayor assisted us with contact persons from community boards, block groups, and tenant associations whenever we were having difficulty with buildings or getting the tenants of a building to respond. If an enumerator was having difficulty, they were to let their Crew Leader know and, if it was a matter of being denied access, the Regional Director would send a letter to the manager of that building. If it was getting people to cooperate, we tried to use the block and tenant associations through the work of our partnership specialists. We participated in street festivals, parades, the Regional Director spoke with the office of the Mayor representative at the City Club which is involved in many activities on the Upper East side. We got assistance from Churches, Synagogues, hospitals which hosted Census meetings in their auditoriums and we utilized our strong connections with the print and visual media to get the word out that the Census takers were out there.

Quality Assessment Strategy:

- We performed the standard quality assessment procedures including all those associated with NRFU Reinterview. We also initiated the following additional quality procedures:
- All vacants (and UHEs) and deletes were re-checked by the crew leader.
- We contacted all hotels that were listed as non-residential in Block Canvassing and we checked their current status. This operation resulted in an additional 124 HUs embedded in the hotels.
- We checked all consulates and missions for HUs and we were able to count an additional 100 people.
- We developed a special project to match up all multi-unit building rosters with the actual apartments in the building. If there was a discrepancy we returned to the building.

Northwest Queens 2241

Overview:

The Northwest Queens LCO covers such areas as Long Island City, Astoria, Jackson Heights, Woodside, and Corona. This entire area was considered hard to count with pockets of extremely difficult to count tracts found within. Almost 85 percent of the housing units in this LCO are multi-unit. This office is probably the most diverse in the New York region with significant presence by Greeks, Koreans, Latinos (South American & Mexican), Bangladeshis, Chinese, Filipinos, Russians and Indians. LCO Management concentrated on recruiting in this area in order to reflect the community as closely as possible. Queens had the lowest response rate among the NYC boroughs. The extremely difficult to count tracts had to be “blitzed” towards the latter stages of Nonresponse Followup (NRFU) using the most qualified enumerators from within the LCO.

Research and historical knowledge of the borough has helped to identify the major barriers: diversity, language, fear of government, crime, illegal housing conversions, undocumented status, and apathy.

Staffing Strategy:

This office experienced significant management turnover which slowed the start of NRFU considerably. The “late surge” in production was a result of the management situation stabilizing and an influx of field staff from the Queens Central LCO (2239).

Enumeration Strategy:

The high rate of closeout cases in this office, as summarized in the Subcommittee Staff Report, is attributed largely to the incorrect coding of enumerator questionnaires as closeout cases. A subsequent computer check revealed that only about 4.8 percent were “true” closeout cases. The “high rate” of deletes (21.4 percent) is due in part to the addition of addresses by the city during the LUCA process (many of these were duplicates of units already on the list and had to be deleted). Finally, the rate of Partial Interviews is exactly the same as the regional average (2.2 percent), and lower than the national average (2.4 percent).

During the first three weeks, the LCO completed approximately 39 percent of the work. In weeks four, five, and six, the LCO’s completion rate reached 80 percent. The Crew Leaders and Field Operations Supervisors (FOSs) were meeting regularly with low producing groups and making staffing changes as necessary. As the LCOs progress began to slow, the Area Manager continued to look for field and office strategies to improve the progress rate. Refusal letters were mailed and respondents were encouraged to call the LCO to get an appointment for an enumerator visit.

During the final two weeks, the LCO completed their work. Language specific cases were switched within Crew Leader Districts (CLDs) to match with an enumerator who could speak the

language. It is important to note that this LCO had the largest number of NYC housing projects. These areas regularly were “blitzed” by many employees who lived in the projects to help improve the number of completed cases. To hire appropriately for these areas, language “certificates” (listings of qualified applicants) were run from our recruitment database. This focused hiring ensured that over 65 percent of the office and field employees hired were bilingual.

Special Considerations:

Our partnership efforts here were highlighted by strong support from the office of the Mayor. The Coordinator for Census 2000 for NYC assisted us in many endeavors in NW Queens, including providing us all kinds of inroads to any NYC public housing in the areas as well as testing, training space, QACs, Be Counted Sites, and meeting space. They also provided us with contact persons to assist during enumeration when we had difficulty gaining entry to city run buildings. We also established a relationship with the Office of the Borough President. The Borough President’s office provided access to all of the community boards covering this area for us to work with in promoting Census 2000. We worked closely with local members of Congress who hosted meetings on Census 2000 and provided the venue for us to meet more potential Census partners. Also, both the Mayors office and the members of Congress held events at NYC public schools where we reached out to the children. We also established a working relationship with our City Councilperson covering this area.

The partnership specialists hired to work this area were selected because they had experience working in this community which is one of the most ethnically diverse in NYC. We had specialists working closely in the Greek, Bangladeshi, Indian, Chinese, Korean, and Latino communities; however, their work was not restricted only to their ethnic group. We also participated in street fairs and the many ethnic parades held in this area and even received support from the LaGuardia community college which hosted a Census Diversity Summit that was attended by Dr. Prewitt and Congressman Crowley. Finally, media coverage was extensive in this area as we had constant support from NY-1 cable news, New York Newsday and local papers like the Queens Tribune.

Quality Assessment Strategy:

In addition to the traditional reinterview procedures and Crew Leader review, the LCO did the following:

- The Assistant Regional Census Manager (ARCM) conducted several editor trainings in the office to ensure work quality was being reviewed correctly;
- The ARCM rearranged the physical space of the office to improve workflow and staff communication;
- The Area Manager (AM) visited the office at least weekly to review work and discuss problems;
- The Area Manager for Field Operations (AMFO) pulled an independent sample of the “deletes” and called the listed contacts.

Philadelphia North 2353

Overview:

Only 60 percent of those applicants tested in the Philadelphia North LCO were qualified to work as census enumerators. The difficulty of locating and hiring qualified central city employees was an enormous challenge, and the North Philadelphia office encompassed some of the most difficult to enumerate neighborhoods in the city. The Philadelphia North area has an ongoing urban renewal program resulting in large areas being demolished.

Staffing Strategy:

Initial staffing was difficult because of the high no-show and drop-out rate for training. The drop-out rate is not reflected correctly in the weekly staffing level report, because any enumerator paid for even one hour of work shows up on that report. Consequently, Nonresponse Followup (NRFU) operations started with a shortage of enumerators in the field. To overcome this, it was necessary to initiate substantially more supplemental training sessions than planned. Meanwhile, the shortfall of enumerators in the field adversely impacted productivity.

Overtime was authorized for the most productive enumerators. Regional Technicians were dispersed to assist management staff. After repeated attempts to energize the staffing, it became obvious that more significant changes were necessary. The LCO Manager was released and replaced by a manager from another Philadelphia office.

By early June it became clear that NRFU could not be completed on time in this LCO without significant outside help. Because of the unique nature of this inner city LCO area, it was not realistic to bring in just any trained enumerator. It was necessary to wait until enumerators from LCOs with similar demographics were available. In mid June, over 200 experienced enumerators from the Philadelphia Frankford (2339) and Langhorne (2334) LCOs were transferred to work in Philadelphia North. Production immediately picked up and allowed NRFU to be completed on time.

Enumeration Strategy:

Several things contributed to the “late surge” in production for this office. As stated above, field staff from other Philadelphia offices were enlisted to help in Philly North. Around the same time, some management/supervisory changes were made in this LCO. The new management improved the flow of work into the office, and returned poor quality work back to the field prior to check-in (resulting in a surge when the corrected work came back to the office). Neither the closeouts (2.2 percent) nor the Partial Interviews (4.3 percent) seem out of line with regional averages (2.6 percent and 3.1 percent, respectively). The 19.5 percent delete rate and 28.8 percent vacant rate are consistent with RCC expectations for this area, where there is significant urban renewal with

demolition of housing projects containing thousands of apartments.

Special Considerations:

During our planning for NRFU and during the NRFU operation, we had major outreach effort to many of the Hard-To-Enumerate (HTE) pockets throughout the City of Philadelphia and in the North Philadelphia LCO in particular. The North Philadelphia LCO and the Partnership Team worked specifically to coordinate outreach efforts in those areas with low mail response rates.

The following are examples of the NRFU activities:

The Partnership Specialist, along with the Community-based Complete Count Committee held a Census Eve Party to get the community involved in our NRFU efforts; we distributed Census promotional items and literature to churches, community based organizations, businesses, schools and universities, and apartment complexes; we talked to the North Philadelphia Business Chamber of Commerce to request their help for NRFU; we attended North Philadelphia Chamber of Commerce events to share information about NRFU and to enlist their help.

Partnerships staff worked closely with the Morris Brown AME Church and Jones Tabernacle AME Church to get their congregations involved with our NRFU community blitzing throughout North Philadelphia neighborhoods. Also, the Opportunities Industrialization Center was very instrumental in getting the word out about our NRFU operations to their students and their various programs that reach the North Philadelphia population.

Partnerships staff and the Philadelphia Complete Count Committee held an “Open the Door and Be Counted Picnic” with an emphasis on the HTE areas in North Philadelphia. Partnership also worked closely with the City’s Philadelphia Census 2000 Committee which targeted North Philadelphia and set up a phone bank to reach those units which still needed to be counted.

The Philadelphia Housing Authority sponsored a phone bank to call residents in the North Philadelphia community to cooperate with the Enumerators. They also did a massive awareness blitz in their North Philadelphia housing units that reached over 4,000 residents.

Quality Assessment Strategy:

Regional Technicians visited the office to ensure that reinterview was performed as required and the Reinterview Status Report was monitored as well as the Reinterview Trouble Report. All crew leaders held daily meetings with their crews at which quality was a constant topic. Crew Leaders reviewed all questionnaires. Regional Technicians and the Area Manager observed meetings on a regular basis.

Oversight:

This office was visited by the Inspector General, the GAO, and the Census Monitoring Board. The Inspector General held discussions with Field Headquarters regarding payment of overtime.

Rapid City, SD 3139

Overview:

This rural LCO includes 34 counties making up the western two-thirds of the State of South Dakota. It includes several large American Indian Reservations; Pine Ridge, Rosebud, Cheyenne River and Standing Rock.

Staffing Strategy:

The “early peak” in this LCO occurred because this LCO was able to recruit and hire almost double the projected number of employees needed for an eight week, frontloaded operation. Additionally, the majority of the enumerators working on NRFU had experience from previous operations (address listing, block canvassing, special places, and update/leave). Replacement training was scheduled ahead of time and conducted throughout the NRFU operation. All of these factors combined to assure expeditious completion of NRFU in this LCO. Although the Subcommittee Staff Profile mentions 42 Hard-To-Enumerate (HTE) tracts, this is somewhat irrelevant since they are, by and large, on Indian land in this LCO, and therefore Update/Enumerate (not NRFU).

Enumeration Strategy:

There were five types of enumeration out of this LCO, including Update-Enumerate on all reservations; List-Enumerate in the very sparsely populated portions of the LCO area; Update-Leave in most of the area; Mail-Out/Mail-Back in the cities; and, Non-Response Followup for all non responding households in the Update-Leave and Mailout/Mailback areas.

The RCC was aware of the rate of Partial Interviews (6.3 percent) and had discussed it with the LCO manager early in the operation. The rate of deletes (15.4 percent) is not out of line with the regional average (13.7 percent), and the 35 percent vacants may seem high in part because of the high mail return rate for this office (a reduced total number of NRFU cases means the vacant units comprise a higher percentage). Also contributing to the high percentage of vacant units were two additional factors; 1) There is a high number of seasonal vacant units in the Black Hills area of the state, and 2) The farming areas of the LCO have experienced an emigration of population, leaving behind vacant housing units. The vacancy rate in 1990 for these counties was very high, ranging from 7.6 percent to 25.7 percent. It should be noted that the 35 percent vacancy rate is 35 percent of the 28 percent of non-responding household, not 35 percent of all the households in the LCO area. The vacant and delete rates do not seem out of line with RCC expectations for this area.

Quality Assessment Strategy:.

Quality and accuracy were stressed daily in meetings between the Assistant Manager for Field Operations (AMFO) and the Field Operations Supervisors (FOSs), FOS's and Crew Leaders (CLs), and CL's and Crew Leader Assistants (CLAs). Reports and field observations were discussed and any enumerators who were not performing to standards were released. Continual

replacement trainings were held to ensure that the operation would remain fully staffed.

Daily meetings were held between the Office Operations Supervisor for Reinterview, the AMFO and the LCO Manager to discuss enumerators who failed Random or Supplemental Reinterview. Those identified were released immediately so that all work that enumerator had completed could be redone as soon as possible.

The LCO management worked very closely with our Office Operations Supervisor for Assignment Control to keep updated on the number of questionnaires being reviewed as well as their quality and accuracy. Work was regularly returned to the field for repair.

Stressed daily by the management staff of the LCO to the editing clerks was the importance of the work they were doing. Management sat in with the Quality Assurance clerks to get feedback on the types of problems they were seeing on a regular basis and from what area or Crew Leader District. Action was taken immediately. At times we would bring in the Crew Leaders for discussion on specific issues in order to correct them.

Santa Ana, CA 3237

Overview:

The Santa Ana LCO is a 100 percent mailout/mailback office located in central Orange County. It includes the cities of Santa Ana, Garden Grove and Westminster. This LCO is fairly compact geographically, with 87 census tracts. This is an older established area with a great deal of ethnic and cultural diversity. There has been a large increase in the Asian population, particularly persons from Southeast Asia.

Staffing Strategy:

This LCO is similar to Commerce and East Los Angeles in that they were able to staff considerably higher than their minimum projected need for NRFU (273 enumerators). In the first week of the operation, 859 enumerators charged to the NRFU task code; in the second week, 754 enumerators did so. The high levels of staffing resulted in an “early peak” for production.

Special Considerations:

Extensive partnership activities were conducted with key census partners which included community organizations, complete count committees, elected officials, schools. Massive door-to-door promotional campaigns and street fairs were coordinated by Latino Health Access, the Cambodian Family, and the office of an Assemblyman with hundreds of volunteers canvassing Hard-To-Enumerate neighborhoods of Santa Ana reaching thousands of residents. The Vietnamese Complete Count Committee conducted similar walks in the Little Saigon and Korea Town sections of Garden Grove. The City of Santa Ana’s Complete Count Committee was active in coordinating press conferences and numerous city-wide activities to promote the Census. They sponsored two highly successful Census Road Tour stops which drew thousands of persons in attendance. The CCC distributed census posters to downtown businesses and permitted them to display posters on store front windows after a variance to city codes. Census messages were inserted on all water bills during March. They distributed census promotional items to city schools. The City of Westminster’s CCC also printed census messages on their water bills. The County of Orange Complete Count Committee distributed over \$300,000 to cities and community organizations to promote the Census, many of which were based in Santa Ana and Garden Grove. Numerous questionnaire assistance centers were funded by the Orange County Human Relations Council in neighborhoods throughout the Santa Ana Local Census Office.

Through the Partnership Program, Hispanic street vendors distributed census bags and messages throughout their routes in Santa Ana from February through April. Every elementary school in the Santa Ana Unified School District participated in the Census in Schools project with teachers providing census lessons. The Orange County Transportation Authority wrapped 2 buses with census messages encouraging participation on the county’s heaviest-traveled routes both of which ran through Santa Ana. The local Congresswoman promoted Census 2000 at numerous census and community events across Santa Ana and Garden Grove.

During the early stages of Non Response Follow Up, neighborhood associations in conjunction with the Santa Ana CCC conducted an “Open the Door” campaign with flyers distributed door-to-door in low response rate neighborhoods. Census exhibits at two Cinco de Mayo celebrations in Santa Ana

were part of the Partnership Program's "Open the Door" campaign informing residents to respond to census enumerators.

Quality Assessment:

Each Field Operation Supervisor (FOS) and crew leader (CL) was given the verbatim training and the applicable manual for their position which outlines the procedures for quality review, including the daily mandatory crew leader/ enumerator meeting. The Assistant Managers for Field Operations, FOSs and Regional Technicians randomly visited crew leader/ enumerator meetings to ensure policies were being followed.

This LCO performed reinterview and administrative reinterview. They also held meetings between crew leaders and enumerators regarding quality issues; including the required review of completed questionnaires. This office conducted assignment control of completed work and returned sub-standard work to the field as necessary.

In addition to the above standard procedures for quality assurance, the weekly NRFU National Check-in Summary report was reviewed by the Regional Director, Assistant Regional Census Managers (ARCMs) and Area Managers. If any office had an outlier in any of the quality indicators it was investigated.